



## PROMOTIONAL EXAMINATION FOR CALIFORNIA STATE EMPLOYEES

### STAFF SERVICES MANAGER III

### DEPARTMENTAL PROMOTIONAL FOR: CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

IT IS AN OBJECTIVE OF THE STATE OF CALIFORNIA TO ACHIEVE A DRUG-FREE STATE WORK PLACE. ANY APPLICANT FOR STATE EMPLOYMENT WILL BE EXPECTED TO BEHAVE IN ACCORDANCE WITH THIS OBJECTIVE BECAUSE THE USE OF ILLEGAL DRUGS IS INCONSISTENT WITH THE LAW OF THE STATE, THE RULES GOVERNING CIVIL SERVICE AND THE SPECIAL TRUST PLACED IN PUBLIC SERVANTS.

POSITIONS EXIST	Statewide
WHO SHOULD APPLY	<b>Competition Limited To State Employees Only.</b> Applicants must have a permanent civil service appointment with the California Department of Social Services as of the final file date, in order to take this examination. <i>(See General Information, Promotional Examinations Only, for exceptions to this requirement.)</i>
HOW TO APPLY	Applications (STD Form 678) are available and may be filed in person or by mail with the California Department of Social Services, Personnel Bureau, Examination Unit, 744 P Street, MS 15-59, Sacramento, CA 95814 or mailed to the California Department of Social Services, Personnel Bureau, Examination Unit, PO Box 944243, Sacramento, CA 94244-2430. <b>Please indicate the examination title on your application. Applications received without an examination title will not be accepted and the application will be returned to the sender. DO NOT SUBMIT APPLICATIONS TO THE STATE PERSONNEL BOARD.</b>
APPLICATION DEADLINE	<b>FINAL FILE DATE: JULY 30, 2007</b> Applications (STD 678) must be <b>POSTMARKED</b> no later than the final file date. <b>Applications postmarked, personally delivered or received via interoffice mail after the final file date will not be accepted for any reason.</b>
SPECIAL TESTING ARRANGEMENTS	If you have a disability and need special testing arrangements, mark the appropriate box in Part 2 of the "Examination Application." You will be contacted to make specific arrangements.
SUPPLEMENTAL APPLICATION	<b>The entire examination will consist of a Supplemental Application. The Supplemental Application will be sent to each competitor upon review and acceptance of the State application (STD Form 678). It is anticipated that the Supplemental Applications will be mailed out in August.</b>
SALARY RANGE	\$6556 - \$7228 per month
ELIGIBLE LIST INFORMATION	A departmental promotional eligible list will be established for the California Department of Social Services. The list will be abolished 12 months after it is established unless the needs of the service and conditions of the list warrant a change in this period.

SEE NEXT PAGE FOR ADDITIONAL INFORMATION

**REQUIREMENTS  
FOR ADMITTANCE  
TO THE  
EXAMINATION**

**NOTE: All applicants must meet the education and/or experience requirements for this examination by the final filing date. Your signature on your application indicates that you have read, understood, and possess the basic qualifications required.**

Qualifying experience may be combined on a proportionate basis. For example, candidates possessing qualifying experience amounting to 50% of the required time of Pattern I, and additional experience amounting to 50% of the required time of Pattern II, may be admitted to an examination as meeting 100% of the overall experience requirement.

**MINIMUM  
QUALIFICATIONS****Either I**

One year of experience in the California state service performing the duties of a Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).

**Or II**

One year of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of a Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial); **and**

Current employment in a class with a level of responsibility not less than that of a Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).

**Or III**

Two years of experience in the California state service performing the duties of a Staff Services Manager I.

**Or IV**

**Experience:** Five years of increasingly responsible management, personnel, fiscal, planning, program evaluation, or related analytical experience which shall have included the preparation of reports and the presentation of recommendations to management beyond the trainee level, at least two years of which must have been in a supervisory capacity. [Experience in the California state service applied toward this requirement must include two years performing the duties of a class with a level of responsibility not less than that of Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).] (In appraising experience more weight will be given to the breadth of pertinent experience and the evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of the experience.) **and**

**Education:** Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Note: The requirement for "Equivalent to graduation from college" means:

Bachelor's degree from an accredited college.

Or

A letter from the college or university stating the applicant has met all of the academic requirements for graduation is acceptable.

**DEFINITION OF  
TERMS**

"Performing the duties of..." To meet this requirement, the applicant must have the amount of experience in State service in the class (or on a Training & Development assignment to the class) specified.

**SPECIAL  
PERSONAL  
CHARACTERISTICS**

Demonstrated ability to act independently, open-mindedness, flexibility and tact.

*(Continued on the next page)*

**THE POSITION**

The Staff Services Manager III (SSM III) has full management and supervisory responsibility in charge of a major Staff Services function, or functions, when it is unusually large and complex as to require subordinate supervisors at the Senior level on a subfunctional or geographic basis. In those cases where the supervisory and management responsibility is minimum, it must be balanced out by responsibility for a function with multidepartmental or servicewide impact requiring skills and knowledges at the highest level with responsibility for work of the most critical or sensitive nature as it relates to the Department's primary mission.

**EXAMINATION  
INFORMATION**

This examination will consist of a Supplemental Application process. A Supplemental Application is a structured exam tool used to evaluate each competitor's background, experience, accomplishments, as well as knowledge, skills, and abilities (KSAs) essential for successful job performance. All competitors are required to complete the Supplemental Application that will be mailed to each competitor upon review and approval of the State application, STD 678. The information on the Supplemental Application will be used to assess on a competitive basis, each competitor's relevant background and experience. Competitors that do not return a completed Supplemental Application to the Examination Unit by the specified date in the Supplemental Application will be disqualified from the examination.

The Supplemental Application will ask a series of questions that relate to the KSAs listed below. To review all of the KSAs developed for the SSM III classification you can visit the Human Resource Services Branch website at <http://www.dss.ca.gov/cdss/hrsb/res/pdf/SSMIIIKSAStatements.pdf>.

The Supplemental Application will be evaluated competitively by a rating committee using preestablished rating criteria.

In order to obtain a position on the eligible list, a minimum rating of 70% must be attained.

**SCOPE****SUPPLEMENTAL APPLICATION EXAMINATION - WEIGHTED 100%****A. Knowledge of:**

1. Principles, practices and trends of public and business administration, including budgets, personnel, management analysis, planning, program evaluation or related areas.
2. Program management to be able to effectively run an organization on a day-to-day basis and plan for the future (vision/mission).
3. The purpose, mission, and goals of the Department and how your organization contributes to and supports the Department's goals.
4. Team-building principles and techniques to contribute to and promote a positive, cooperative, professional work environment for staff.
5. Governmental functions and organization at the federal, State and local level to maintain and foster good working relationships.
6. Management's responsibilities in implementing and maintaining Equal Employment Opportunity (EEO), Americans with Disabilities Act (ADA), and other personnel mandates and requirements.

*(Continued on the next page)*

**SCOPE**  
(Continued)**B. Skill to:**

1. Manage a complex staff services organization.
2. Effectively utilize resources to achieve program objectives.
3. Effectively delegate work and responsibility to maximize the organization's and the individual's effectiveness.
4. Seek mutually-acceptable solutions when considering the impact of decisions on potentially affected customers.
5. Accurately convey own and others' perspectives considering both to promote agreements.
6. Reason logically and creatively and utilize a variety of analytical techniques to resolve complex governmental and managerial problems.
7. Develop and evaluate alternatives in order to recommend the most effective course of action.
8. Involve staff to plan work activities, resources and timetables to solve problems, meet deadlines, and accomplish goals.
9. Objectively explain reasons for decisions, policies, and practices.
10. Review and edit written documents for accurate and effective communication.
11. Effectively contribute to EEO, ADA, and other personnel mandates to create and maintain a fair, equitable, and diverse work environment.

**C. Ability to:**

1. Display leadership, make decisions, be creative, take initiative, and be flexible.
2. Communicate in writing in a well-organized, accurate, clear, and concise manner.
3. Build and maintain alliances (peers, customers, advocates, etc.) to achieve organizational goals.
4. Establish a positive and participative work environment demonstrating commitment, cooperation, and collaboration within the work unit and with customers.

**VETERANS  
PREFERENCE**

Veterans preference credit is not granted in promotional examinations.

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**GENERAL INFORMATION**

**Americans with Disabilities Act, Title II:** The California Department of Social Services (CDSS) is committed to a strong policy of equal employment opportunity. To this end, CDSS does not discriminate against or exclude any person from participating in the employment process, advancement, benefits of employment, or in the admission and access to programs or activities administered by CDSS on the basis of: race; color; national origin; ancestry; religion; creed; sex; marital status; sexual orientation; pregnancy; age; veteran status; political affiliation; or disability (including AIDS) as required by Title II of the Americans with Disabilities Act (ADA). Reasonable accommodations for qualified individuals with disabilities will be made available upon request.

**It is the candidate's responsibility** to contact the California Department of Social Services three days prior to the written test date if he/she has not received his/her notice.

**For an examination** without a written feature it is the candidate's responsibility to contact the California Department of Social Services, Personnel Bureau, at (916) 657-1762 three weeks after the final filing date if he/she has not received a progress notice.

**If a candidate's notice** of oral interview or performance test fails to reach him/her prior to the day of the interview due to a verified postal error, he/she will be rescheduled upon written request.

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## GENERAL INFORMATION (Continued)

If you meet the requirements stated on the bulletin, you may take this examination, which is competitive. Possession of the entrance requirement does not assure a place on the eligible list. Your performance in this examination will be compared with the performance of the others who take this test, and all candidates who pass will be ranked according to their scores.

The California Department of Social Services and the State Personnel Board reserve the right to revise the examination plan to better meet the needs of the service if the circumstances under which this examination was planned change. Such revision will be in accordance with civil service laws and rules and all competitors will be notified.

**Eligible Lists:** Eligible lists established by competitive examination, regardless of date, must be used in the following order:

1) subdivisional promotional, 2) departmental promotional, 3) multidepartmental promotional, 4) servicewide promotional, 5) departmental open, 6) open. When there are two lists of the same kind, the older must be used first. Eligible lists will expire in from one to four years unless otherwise stated on this bulletin.

**General Qualifications:** Candidates must possess essential personal qualifications including integrity, initiative, dependability, good judgement, and ability to work cooperatively with others; and a state of health consistent with the ability to perform the assigned duties of the class. A medical examination may be required. In open examinations, investigation may be made of employment records and personal history and fingerprinting may be required.

**Promotional Examinations Only:** Competition is limited to employees who have a permanent civil service appointment. Under certain circumstances other employees (*i.e., former Department employees or current employees on TAU, T&D, and LT status*) may be allowed to compete under provisions of Rules 234, 235, and 235.2. State Personnel Board Rules 233, 234, 235, 235.2 and 237 contain provisions regarding civil service status and eligibility for promotional examinations. These rules may be reviewed at departmental personnel offices or at State Personnel Board offices.

**Criminal Record Clearance Information:** Some positions, within various divisions of the California Department of Social Services, are subject to fingerprinting and criminal records check requirements. This check will be completed by the Department of Justice. Applicants will be notified during the hiring process if the position is affected by the criminal records clearance procedure. Criminal record clearance is a condition of employment in positions affected by this procedure.

**High School Equivalence:** Equivalence to completion of the 12th grade may be demonstrated in any one of the following ways: 1) passing the General Educational Development (GED) Test; 2) completion of 12 semester units of college-level work; 3) certification from the State Department of Education, a local school board, or high school authorities that the candidate is considered to have education equivalent to graduation from high school; or 4) for clerical and accounting classes, substitution of business college work in place of high school on a year-for-year basis.

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CALIFORNIA DEPARTMENT OF SOCIAL SERVICES  
P. O. BOX 944243  
SACRAMENTO, CA 94244-2430

If deaf or hearing impaired, call the California Relay Service - From TDD phones: 1-800-735-2929  
From voice phones: 1-800-735-2922

TTY telephone number: Sacramento (916) 653-5457

TTY is Telecommunications Typewriter and is reachable` only from phones equipped with a TTY/TDD Device.